MULTIMEDIA UNIVERSITY

STUDENT ID NO									

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FINAL EXAMINATION

TRIMESTER 2, 2020/2021

BAC2694 – MANAGEMENT CONSULTANCY

(All sections/Groups)

13 MARCH 2021
9.00 AM – 12.00 PM
(3 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **3** pages excluding the cover page with **4** questions only.

2. Answer **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.

3. Please print all your answers in the Answer Sheet provided.

QUESTION 1

Part A

The Employee as an Independent Consultant

Alex has been employed by the same multinational corporation for the past 20 years. About 15 years ago, he decided that he didn't like feeling like an employee and decided to adopt the mindset of an independent consultant. Strictly speaking, he was and is still an employee. What changed was his mindset. He decided to think and behave like an independent consultant while continuing to be an employee of the same corporation. It is a nice arrangement. He treats his employer as if they were a client, his main client. Since he sees himself as an independent project management consultant (even though he is an employee), he has to think about marketing. If he doesn't keep the pipeline full, the business could dry up. He does a lot of business development. He helps people "on his own time" so they will know what he can do for them should they have a need. He gets to know who the decision-makers are, who holds the budgets and, who has influence. He keeps himself sharp. His client/employer pays for his training and pays him when he takes training to increase skills and value proposition as an independent consultant. And they cover any travel expenses to take the training since he is one of the employees in that company.

He interacts with others in his profession apart from his client/employer. He belongs to a professional organization and volunteer with them as a speaker and writer. When he begins a new project, he approaches it as a consultant, looking not only at how he can satisfy the immediate need, but also looking at the potential for follow-on work. When people he deals with are unpleasant or difficult to work with, he reminds himself that they are his client, and will be paying him for his work. It helps keep things in perspective. He does the occasional "side job" for other clients, but sometimes it does result in a conflict of interest. But this works for him and seems to combine the best of both worlds. He has the satisfaction of doing work for people who seek him out as a professional and doing so at a level of risk that he finds tolerable.

Required: The case stated that "He decided to think and behave like an independent consultant while continuing to be an employee of the same corporation". The statement described Alex's action as an employee and as a management consultant. From the perspective of management consultancy, do you think Alex's action who is working as an employee and behaving as a consultant complies with independence? Justify your answer base on characteristics of independence.

(15 marks)

Part B

In a consultant-client relationship context, all consultants and clients must establish and nurture the relationship in which they can work together to achieve a common purpose. Why client-consultant collaboration is important in the consulting process? Explain.

(10 marks)

(Total: 25 marks)

Continued…

QUESTION 2

Part A

When the consulting assignment requires a change in the client's organization, the consultant may face resistance.

(i) Explain the term 'resistance to change' in the consulting assignment.

(3 marks)

(ii) How should the consultant overcome resistance from the client's organization?

(7 marks)

Part B

A process is a sequence of events directed towards achieving some overall outcome. A consulting project will be successful only if the right actions are carried out in the right order. Assume you are dealing with a client for a project of improving beauty care products. Discuss the activities that occur throughout the phases of the consulting process.

(15 marks)

(Total: 25 marks)

QUESTION 3

Part A

In consulting, marketing is often thought of as a distinct function, a set of activities, tools, or techniques, which cost time & money in which many consultants would prefer to avoid. To compete with other thousands of consultants in Malaysia, some consultants will spend no money on marketing but did better than those who do.

Required: Explain **SEVEN (7)** techniques that you will apply to promote your consulting service with zero marketing expenditures.

(15 marks)

Part B

First meeting during the entry phase known as an investigational interview for client and consultant to learn about each other. Both parties must be well prepared for the meeting.

Required: Describe the agenda for the first meeting between consultant and client.

(10 marks)

(Total: 25 marks)

Continued…

QUESTION 4

ABC Coffee shop

ABC Coffee shop is a popular coffee shop situated in a small mix development that includes a budget hotel and an office building. The surrounding area is mostly residences, offices, and a hospital. ABC Coffee is selling varieties of caffeine drinks like black coffee, cappuccino, latte, and americano. All these are served in hot and cold. The sales keep growing since the business is operated 10 years ago.

However, its popularity meant the shop staff struggled to keep up with the demand. As shop staff struggled to keep up with the demand, customers became unsatisfied with the long queues and after waiting too long, often left without ordering. Due to that, ABC Coffee approached you to come up with a plan to prevent the situation to become worse.

Required:

(i) Identify the problem in ABC Coffee Shop.

(3 marks)

(ii) State the main objective of consulting service to be pursued in ABC Coffee shop.

(2 marks)

(iii) Propose three (3) solutions to overcome the problem identified.

(6 marks)

(iv) Identify three (3) forecasting benefits derived by ABC Coffee Shop based on the solution proposed in part (iii).

(3 marks)

(v) Discuss four (4) methodologies to be used in carrying out the consulting assignment in ABC Coffee shop.

(8 marks)

(vi) From your point of view, why ABC Coffee shop approach you to conduct the consulting assignment in the company?

(3 marks)

(Total: 25 marks)

End of Paper.